

Positive Youth Development Initiative: Developing Cross-Department Performance

CountyStat Discussion
April 4, 2008

CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability



Agenda

- Welcome and Introductions
- Positive Youth Development Initiative Identified Stakeholders
- Historical Context
- Departmental Status Updates
 - Recreation
 - Health and Human Services
 - Police
 - Correction and Rehabilitation
 - Public Libraries
- Measuring Performance Cross-Department
- Wrap-up and Follow-Up Items



Goal of Initial CountyStat Involvement: Translate Policy into Operational Performance

- Define and identify key aspects of positive youth development across departments.
- Articulate an organizational approach and work plan that allows for clear linkage between overall policies and operational realities.
- Identify which existing programs should fall under the PYDI.
- Construct measures to demonstrate performance of programs associated with positive youth development.
- Collect and report existing data for analysis.



Positive Youth Development Initiative (PYDI): FY09 Budget Identified Stakeholders

This first CountyStat meeting focuses on Departmental stakeholders

Departmental Stakeholders

REC

HHS

Police

DOCR

Libraries

Intergovernmental Stakeholders

State Attorney's
Office

MCPS

Montgomery
College

Location-Specific Stakeholders

Regional Services
Center Directors

Target Area
Municipalities

Community Based
Collaborative

Other Stakeholders

Collaboration
Council

Arts and Humanities Council
of Montgomery County



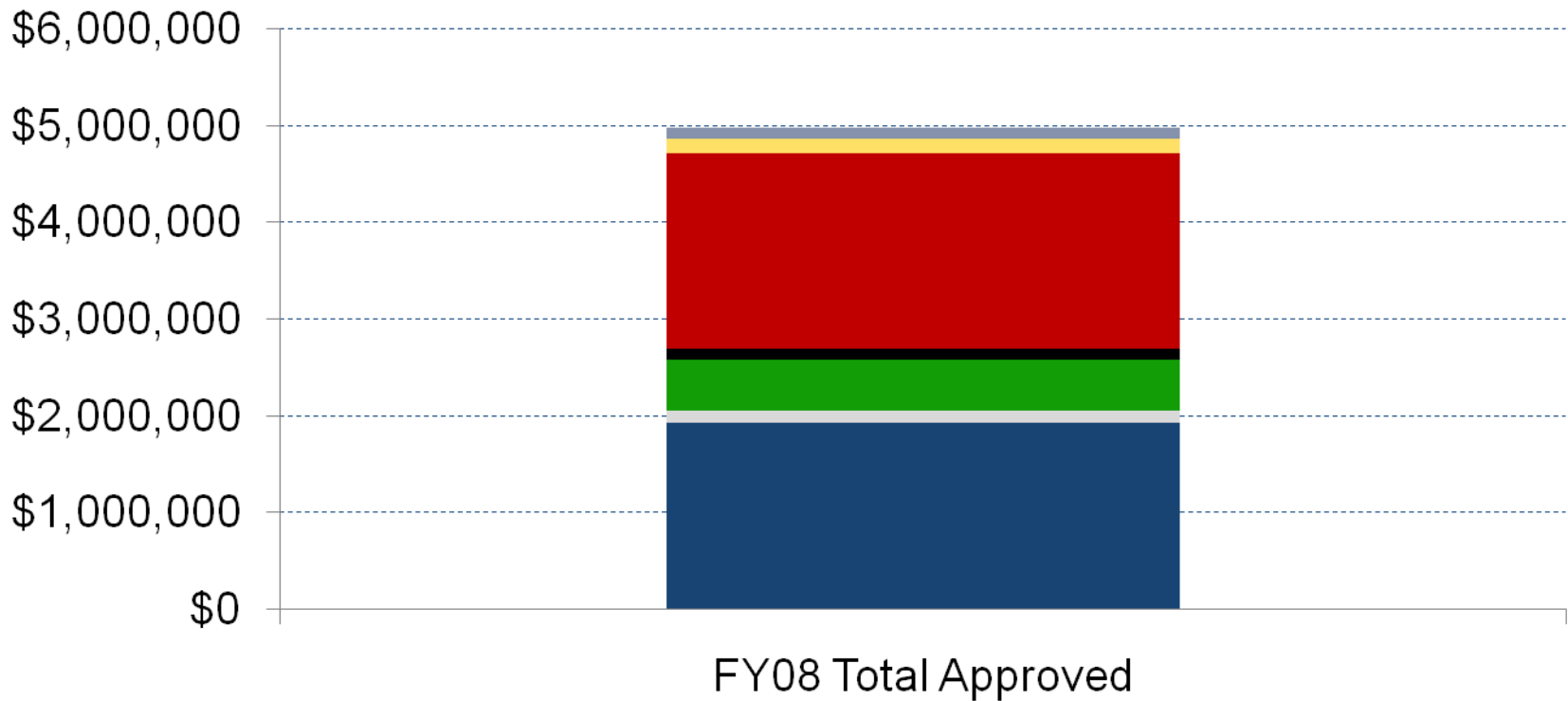
PYDI: Historical Context

- 2004 Joint County Gang Prevention Task Force
 - Created a Gang Prevention Steering Committee
 - Recommended creation of a uniform, standardized data collection system
- County Executive Transition to Positive Youth Development
 - Builds upon the work of the 2004 Task Force
 - Focus on location-specific context and target areas
 - Broader interpretation that expands beyond solely gang prevention
- Major Activities Following Transition
 - Collaboration Based Council
 - PYDI retreat in February 2008
 - Steering Committee meetings

“All new programs that address prevention, intervention, and suppression must be evidence based, with measurable outcomes, and must have evaluation programs built in to monitor their effectiveness” – 2004 Task Force Report



FY08 Tax Supported Allocations for Positive Youth Development



■ HHS ■ DOCR ■ MCPD ■ DED ■ REC ■ NDA ■ State's Attorney

*OMB "County Executive's
Positive Youth Development"



FY08 and FY09 Tax Supported Allocations Specifically for Positive Youth Development

	FY08 Total Approved	FY09 CE Recommended Additions
HHS	\$1,934,940	\$397,730
DOCR	\$124,340	
MCPD	\$517,460	
DED	\$112,500	
REC	\$2,020,490	\$266,800
NDA	\$145,030	
State's Attorney	\$121,610	
Total	\$4,976,370	TBD

*OMB "County Executive's
Positive Youth Development"

**Currently, the County Executive is recommending an additional
\$644,530 in Positive Youth Development allocations**



Departmental Updates

- Define who your target population is for your Department's youth services
- Current program data collection efforts:
 - Include high-level summary information
 - Or key partnerships

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs

Define your Department's role in positive youth development



Department of Recreation

- Focus on prevention programs that address out-of-school needs of target population
- Current program data collection efforts:
 - Collect data on attendance and surveys (participants, parents, teachers)
 - Work closely with Collaboration Council to track performance
 - Developing a logic model to better track performance

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs
Full Year Sports Academies (Wheaton, Springbrook, Paint Branch)	Full Year Sports Academies (Wheaton, Springbrook, Paint Branch)
Seneca Valley Sports Academy – half year FY08, Full year FY09	Teen Events & Leadership Programs
Five Neighborhood Centers rehab	Teen Clubs (27 clubs throughout the county)
Feasibility Study for Multi Purpose Youth Centers	Community Center Activities & Programs
Olney/ Germantown Summer Fun Center	RecExtra (from 10 to 38 middle schools)
Long Branch Pilot Recreation Program	Summer Fun Centers
	Sports on the Go
	Camps
	Aquatics

Support youth achievement and growth by providing high quality and comprehensive out-of-school opportunities that assist all youth transition successfully to adulthood.



Department of Recreation

- Recreation is an active part of the Out of School Time Task force and subsequent committees.
- Working very closely with the Collaboration Council and other stakeholders on coordinated efforts for comprehensive solutions.
- Recreation is actively participating in the Community Based Collaborative Meetings in the 3 Target Areas (Long Branch, Germantown, and Wheaton).
- Seeking partners both within the public and non-profit sector to round out programming and establish a more holistic approach to service delivery.



Department of Health and Human Services

- The target population for the Department of Health and Human Services is youth who are currently involved in or at risk for gang involvement and their families
- Current program data collection efforts:
 - Youth Opportunity Center, Wellness Center and Street Outreach Network are collecting data on service outputs and resultant outcomes

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs
Crossroads Youth Opportunity Center	Youth Provider Council
Youth Violence Prevention Coordinator	After School Programming
High School Wellness Center	Conflict Mediation
Street Outreach Network	Community Education and Training
Collaboration Council Funding	
Wrap Around Services	
Female Gang Outreach	

* Four items listed on 08 budget not listed because received no funding

HHS is responsible to assist in coordination, capacity building and direct service that will result in better outcomes for youth who are involved in gangs or who are at risk of involvement. HHS is also responsible to provide community support and education that will lead to increased knowledge and understanding among community members and stakeholders.



Department of Health and Human Services

- **Prevention and Intervention Approaches**
- **Key Partners**
- **PYD Steering Committee**
- **Priority Areas and Challenges**



Department of Health and Human Services

■ Priority Areas

- Increase collaboration among county agencies to achieve better outcomes.
- Seek out additional funding streams.
- Address policy issues that create barriers to effective outcomes
- Adequate distribution of resources and services to all geographic areas of the County.

■ Challenges

- Competing interests in three pronged approach of prevention, intervention, and suppression.
- Inadequate funding sources to sustain efforts long term.
- Competing community interests that create a suppression versus prevention, and intervention dynamic.
- Absence of adequate services up county.
- Need for unmarked vehicles in order to address transportation needs for clients. Clients refuse to ride in vehicles that have government seal.
- Enhancement and capacity building for community providers.



Police Department

- The target population for the Police Department's PYD fall into two categories.
 - "At Risk" youth in the MCPS system from Elementary through High School. Primarily teenage youth (or)
 - Youth/young adults who we encounter that either associate with or are members of gangs. This group is primarily between 15 years old and 24.
- Current program data collection efforts:
 - Semi – Annual Gang Assessment
 - Quarterly Gang Report
 - Weekly, Monthly and Annual reports from the Gang Unit.

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs
Gang Sergeant with Equipment	PAL League
Centralized Gang Unit Emergency Vehicle Equipment	Sports Academies with Recreation
Gang Task Force, Special Investigations Division	EFO's – Work closely with MCPS.
Overtime for Library Disruptions	Gang Unit works with the HHS, Street Outreach Network
	Identity Inc. Training

The police department continues to provide a leadership role in the Positive Youth Initiative and works collaboratively with other county agencies to make a positive impact on the youth in our community.



Department of Correction and Rehabilitation

- DOCR provides educational, vocational, and life-skill development services for youthful offenders not yet 22 years of age
 - DOCR works closely with outside providers such as Identity to provide youth programming
- Current program data collection efforts:
 - Attendance figures for youth development programs
 - Tracking identified gang and youth population within DOCR

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs
Gang Sergeant	Moral Reconciliation therapy
	Parenting
	Life Skills
	IDEA Mandatory Education
	Mandatory Special Education (IEP up to 21)
	ESOL
	GED
	Baby Care
	Class Acts Art Program
	Identity

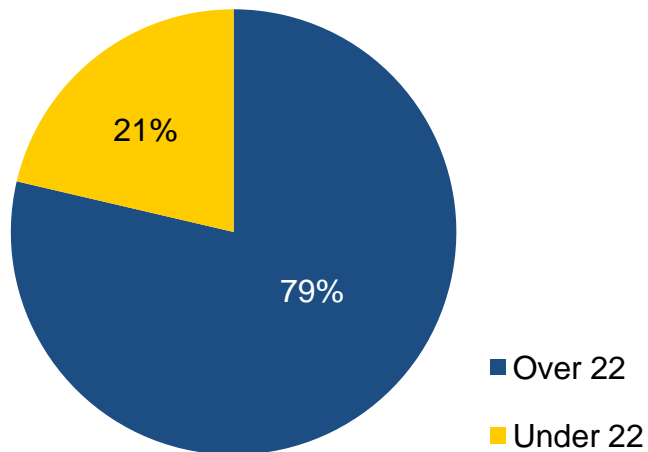
Provide mandated services to incarcerated youth in accordance with state and federal law, while creating an environment of change with alternative life choices to break the cycle of incarceration.



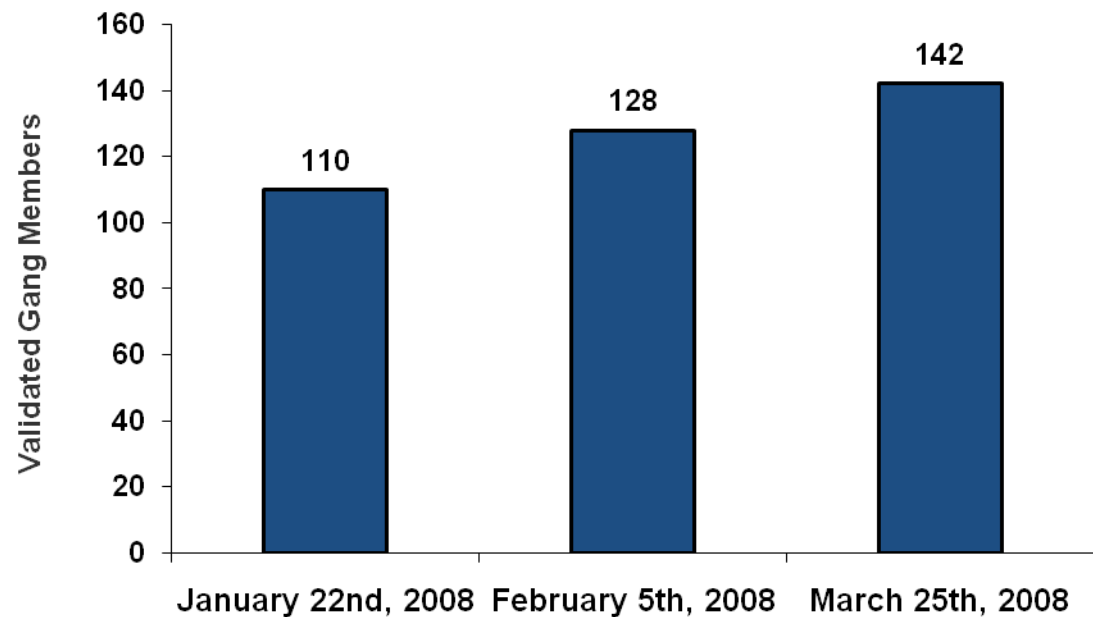
Department of Correction and Rehabilitation

84% of gang members receiving DOCR services are under the age of 22 and considered “youth”

MCCF Youth Population



DOCR Total Gang Population



Montgomery County Public Libraries

- The target populations for Montgomery County Public Libraries youth services includes:
 - Babies, toddlers and preschool children, at risk children in day cares and Head Start, elementary aged children, teens that are at risk for gang behaviors, teens that are non-library users, child care providers, parents of children at risk for low literacy behaviors
- Current program data collection efforts include:
 - Attendance for all programs in libraries
 - Number of visits and attendance at all outreach visits

Key partnerships include:

- MCPS, Collaboration Council, Judy Centers, Family Services Agency, Street Outreach Network, Recreation Dept., HHS

FY08 Budget Item (FY09 in Yellow)	Additional Youth Development Programs
None	Early Literacy Storytimes through 6 years of age
	Mobile Children's Van Outreach
	In-house for elementary programs
	Summer Reading program
	Certified training to day care providers
	Street Outreach Network sites
	Teen programs (i.e. gaming, coffee house)

MCPL's role in positive youth development is to provide literacy rich activities, programs, training and outreach for children, parents and child care providers



Specific Steps For Demonstrating PYDI Performance

- 1) Define and identify key aspects of positive youth development across departments.
- 2) Articulate an organizational approach and work plan that allows for clear linkage between overall policies and operational realities.
- 3) Identify which existing programs should fall under the PYDI.
- 4) Construct measures to demonstrate performance of programs associated with positive youth development.
- 5) Collect and report existing data for analysis.



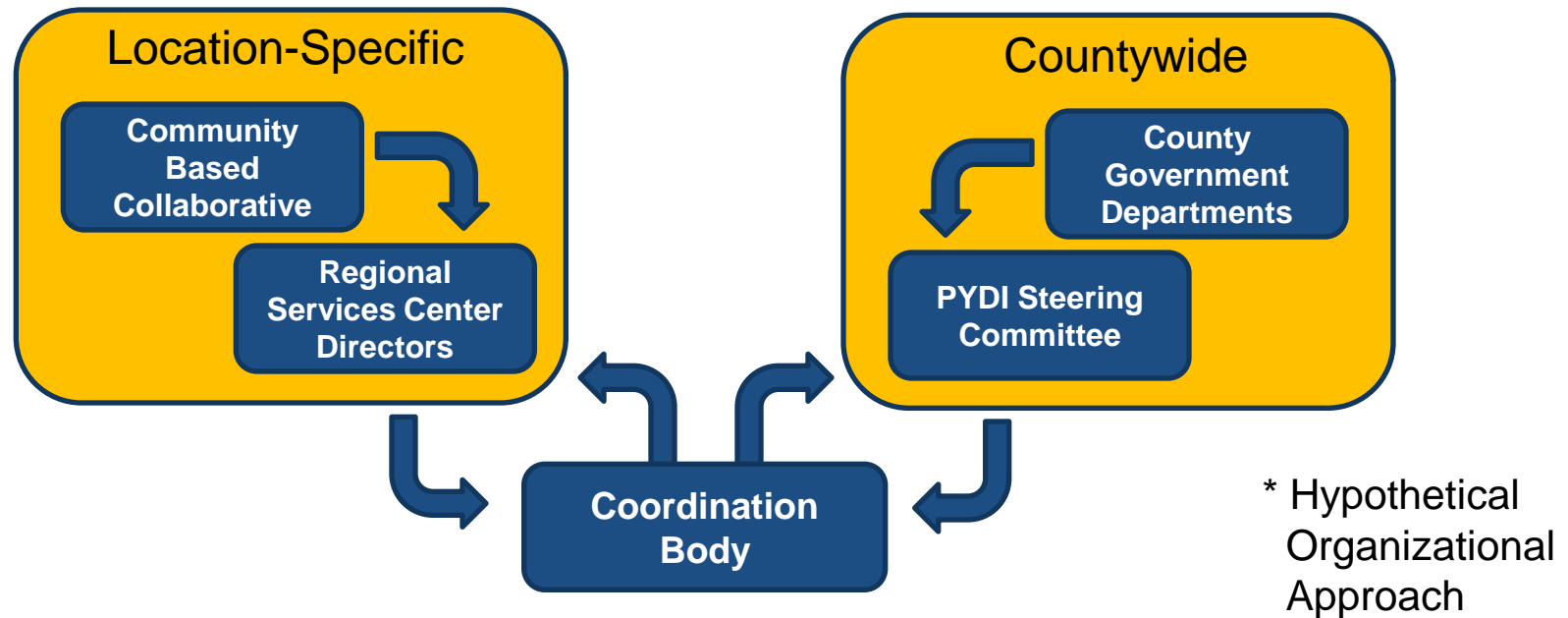
Step 1: Define and identify key aspects of positive youth development across departments

- Youth
- Access
- At Risk
- Out-of-school Time
- Quality Activities
- Target Population/ Communities
- Risky Behaviors
- Gang Activity
- Others TBD

Once standard definitions are completed, creation of a organizational approach allows Departments to identify data sources inside and outside County Government



Step 2: Articulate an organizational approach



Allows for use of Department level performance measures and data that demonstrate an impact both in specific locations and countywide



Step 3: Identify which existing programs should fall under the PYDI

- Create agreement among partners around variables that affect positive youth development in Montgomery County.
- Identify which existing programs should fall under the PYDI.

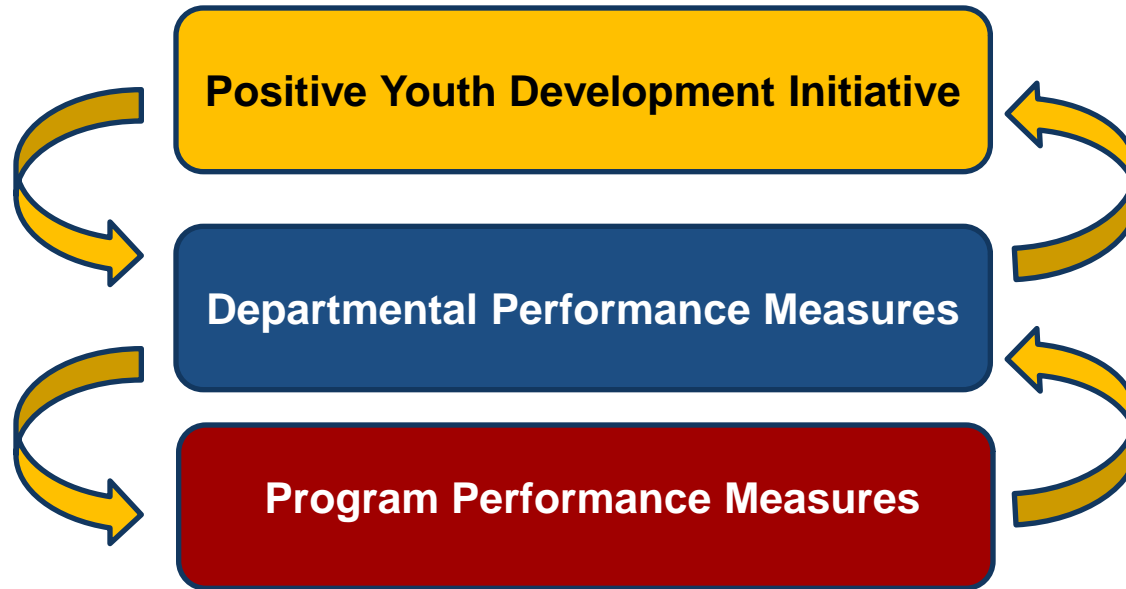
Current PYDI Program List

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Crossroads Youth Opportunity Center	Camps
Youth Violence Prevention Coordinator	Aquatics
High School Wellness Center	Youth Provider Council
Street Outreach Network	After School Programming
Collaboration Council Expense	Conflict Mediation
Wrap Around Services	Community Education and Training
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	Parenting
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	Summer Reading program
	Certified training to day care providers
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	Teen programs (i.e. gambling, coffee house)

Creation of common definitions for what variables affect positive youth development sets the parameters for defining which programs will be measured to gauge the effectiveness of the PYDI



Step 4: Construct measures to demonstrate performance



Once all programs associated with the PYDI are identified, program performance data can be rolled-up to demonstrate PYDI goals

Step 5: Collect and report existing data for analysis

- **Data Sources**
- **Data Consistency**
- **Responsibility for Data Management**
- **Timeliness and Completeness of Data**



Wrap-Up and Follow-Up Items

- 1) Define and identify key aspects of positive youth development across departments.
- 2) Articulate an organizational approach and work plan that allows for clear linkage between overall policies and operational realities.
- 3) Identify which existing programs should fall under the PYDI.
- 4) Construct performance measures to demonstrate progress
- 5) Collect and report existing data for analysis



Goal:
Seamless provision of youth services

Positive Youth Development Services
Prevention Services
Intervention Services
Suppression Services

